

**Management Systems International**  
**Implementing Policy Change**  
**Selected Activity Profiles**

Activity		Activity Description
Assistance with SADC Protocol Development	9/94 to 9/95	SATCC, the Southern Africa Transport and Communication Commission, has been charged with the preparation of treaty protocols for the transport and telecommunications sectors. IPC has worked with SATTC in developing and implementing a broad consultative process with public and private stakeholders in the eleven countries of southern Africa, as well as the subsequent drafting and negotiation of the protocols.
West Africa Private Sector Network	5/94 to 5/95	The IPC team provided assistance in the establishment and operation of nascent private sector business networks in eight West African countries, advising them to use strategic management tools in the development of advocacy for national and regional policy change agendas. The Network is made up of private sector entrepreneurs who have formed informal networks to act upon policy issues affecting private sector growth
Uganda National Forum	3/94 to 11/94	Through a multi-year contract, IPC assisted in the creation of a National Forum on Private Sector Development to bring together public and private sector leaders to identify and enact policies that will lead to increased private-sector growth.
South Africa Assistance to Sunnyside Group	9/93 to 10/94	IPC assisted the Sunnyside Foundation, a multi-racial apex group representing a broad range of civic, political, and business entities, to influence government policy with respect to the formation and operation of black owned-businesses in South Africa
Africa Management Training in Zambia, South Africa, and Madagascar	9/93 to 10/94	IPC carried out a series of workshops to introduce high-level officials to the concepts and mechanics of strategic planning and management.
Natural Resource Management Studies (NRM)	9/93 to 9/94	IPC analyzed the organization and management issues entailed in implementing the National Environmental Action Plan in the nations of Madagascar and Gambia. Strategic management lessons were extracted from the analysis of both countries' experience in implementing NEAPs. IPC next prepared a case study of the implementation of the Sahelian forestry code in Mali. IPC conducted a one week forestry code workshop in Mali, focused on the findings generated by the earlier IPC study. A later IPC Botswana study examined the management dimensions of the policy reforms included in the National Conservation Strategy, and clarified which implementation issues were most critical for progress.
Design and Implementation of Jamaica Fiscal Policy Unit	11/93 to 1/95	Following acceptance of an IPC study's suggestions, the government of Jamaica requested IPC assistance as it attempted to effectively implement capacity strengthening reforms in the Ministry of Finance. IPC staff assisted the Ministry of Finance in developing and operationalizing the budget, objectives, roles and responsibilities of the Fiscal Policy Management Unit.
West Africa Livestock -- National Economic Coordinating Committees	9/93 to 10/94	IPC worked intensively with national coordinating committees made up of key stakeholders in both the government and private sector, in order to develop capacity for policy analysis, and effective lobbying to influence government policy on livestock trade.

South Africa Foundation for Public Management and Development	8/93 to 5/94	The South African Foundation for Public Management and Development, a non-profit South African NGO, works to develop new, well-trained public administrators for a post-Apartheid South Africa. In collaboration with the Foundation, IPC worked to establish operational structures and procedures. IPC staff also assisted the Foundation in designing and initiating a strategic plan for the first year of operation.
Gambia Strategic Management Assistance to the Ministry of Finance and Economic Analysis	8/93 to 12/94	The IPC team guided the Ministry of Finance and Economic Affairs (MFEA) through a strategic management process. The overall purpose of the IPC intervention was to improve the ministry's effectiveness in managing export-oriented economic growth and to improve its workings with Gambia's line ministries.
Implementation of Honduras Policy Analysis Unit	6/93 to 11/94	IPC assisted the Government of Honduras in the establishment and support of a Policy Analysis and Implementation Unit. The unit was to be a decentralized independent body attached to the Ministry of Finance, functioning in support of the President's Economic Cabinet to improve the policy decision-making process and make implementation of an extensive reform program more effective.
Support for Policy Coordination in Zambia	4/93 to 4/94	To facilitate improved policy-making, IPC provided assistance in the creation and operation of a Policy Analysis and Coordination Unit in the Cabinet Office and in the coordination of that unit's activities with other governmental and non-governmental institutions.
Guinea-Bissau Trade and Investment Policy Implementation	9/92 to 7/94	IPC has played the lead role in Guinea-Bissau's development of policy initiatives to enhance the environment in the country for private sector development and investment. This included guiding development of the national agenda for: 1) creating an independent judiciary; 2) privatization of state agricultural functions; and 3) removing regulatory, legal and financial barriers to private sector development.
Assistance to El Salvador Working Group on Judicial Reform	9/92 to 7/93	IPC was requested to assist implementation of the Judicial Reform II Project by supporting an emerging justice sector working group to develop a strategic management plan for implementation of judicial reforms. As part of the assistance provided, IPC performed a stakeholder analysis to examine the feasibility and support for the current GOES reform agenda. In addition, IPC assisted in the development of a coordination mechanism to help manage implementation of the reform agenda.
Philippines SDPII Project Design	2/92 to 2/94	The Support for Development Program (SDP) II is a policy-based, balance of payments support project for the Government of the Philippines. IPC worked together with the SDP to streamline the duty drawback system, strengthen the VAT administration, and design and implement a Management Information System for monitoring and evaluation.
Haiti Policy & Administrative Reform	5/91 to 12/91	In March 1991, a team representing the Implementing Policy Change project visited Haiti and provided recommendations to help USAID/Haiti develop a governmental strategy for collaborative work with the GOH. The government identified several particularly urgent policy areas. For each issue, IPC began work with the government of Haiti to identify needed changes and implementation strategies. IPC cooperation came to an end following the military coup.